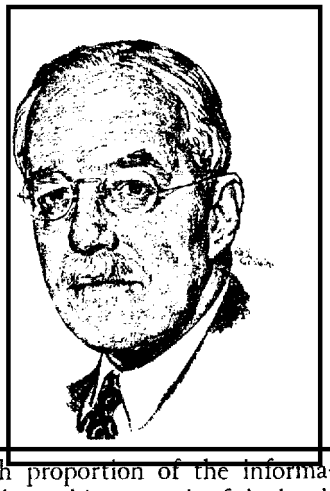
The Central Intelligence Agency is good now and getting better under uniquely qualified Allen Dulles



The Man with the Innocent Air

Condensed from Time

ENEMIES of the United States have started and lost two great wars largely because they miscalculated American strength and direction. On its part, through failure to know its enemy, the United States suffered at Pearl Harbor one of the most costly surprises of history. Hence neither the United States nor its enemies is likely to forget the value of foreknowledge.

The basic nature and long-range goals of an enemy can usually be determined from easy-to-get public sources, such as *Mein Kampf* or the writings of Stalin. But a nation also wants to know the enemy's specific strength and his probable course of action in specific circumstances. These specifics must be ferreted out by "intelligence," the best definition of which is "information which is hard to get." Because the Communist tyranny is conducted behind the thickest cloak of secrecy and deceit the modern world has ever known, a high proportion of the information about this enemy is of the hard-to-get variety.

Top man of U. S. intelligence at this critical point in history is Allen Welsh Dulles, 60, whose elder brother, Secretary of State John Foster Dulles, must, along with the President and the defense chiefs, construct policy toward the enemy out of the information brought in by Allen's Central Intelligence Agency.* CIA's staff is huge — estimates run from 8000 to 30,000 — and it includes a greater proportion of "supergrade" civil servants ($12,000–$14,000 a year) than any other agency of the U. S. Government. It occupies at least 30 buildings in Washington alone. Its budget is never made public, but reasonable guesses run as high as $500,000,000 a year.

The Headmaster. Allen Dulles operates the CIA in the cheery manner

* See "Inside CIA," The Reader's Digest, October, '52.

of a New England prep-school headmaster. A tall, husky, pipe-smoking scholar, he wears rimless spectacles and conservative clothes. With his booming laugh, bouncy enthusiasm and love of competitive sports, he is uncannily reminiscent of Teddy Roosevelt. Yet for all his innocent appearance, he is uniquely qualified to run the CIA.

At the age of eight, Allen turned out a 31-page history of the Boer War, roundly criticizing the British. Fond relatives arranged to have the booklet published and, despite juvenile misspellings, it sold 4000 copies and earned some $1500, which was turned over to a Boer relief fund. (This youthful literary effort served Dulles well in 1920 when he asked Columbia professor Henry Alfred Todd for permission to marry his daughter Clover. Professor Todd, a man with deep respect for erudition, rushed to the Columbia library to see whether Dulles had published anything, found a card which read, "DULLES, Allen W. — *The Boer War; a History.*" Without further research, the story goes, Professor Todd gave his consent.)

In 1916, with an M.A. from Princeton and a year's teaching experience at India's Allahabad Christian College, Dulles joined the Foreign Service. After a year in Vienna he was transferred to Switzerland, where, when the United States entered World War I, he got his first taste of intelligence work — gathering political intelligence from Southeast Europe.

In the course of this work, Dulles spent a good deal of time meeting people. On the advice of other U. S. officials, however, he passed up a chance to meet a strange journalist with a beard and some off-center political ideas. The bearded scribbler, Dulles later discovered, was Nicolai Lenin, who was about to leave Switzerland for Russia and the revolution. Ever since, Dulles has insisted on seeing almost anyone who wants to talk with him. Says he: "You never know where lightning will strike."

By the time he was 33, Dulles, then chief of the State Department's Near Eastern Affairs Division, had a family and the realization that he could not maintain the scale of living that would be required of him in any more exalted diplomatic job. In 1926, after getting a law degree from George Washington University, he went back to New York to join brother John Foster in the law firm of Sullivan & Cromwell. For the next 15 years he made money as a Wall Street lawyer.

Less than two months after Pearl Harbor, Dulles was back in Government service, this time with what was to become the Office of Strategic Services. A few months later he headed for Switzerland.

The Conspirators. In Bern, which was teeming with spies, counterspies, exiles and dissidents from a dozen regimes, he set up OSS headquarters for Europe. In time, this office became a center of the European Resistance, and one of the

biggest and most effective intelligence-gathering units in the Allied world.

Through Hans Gisevius, an anti-Nazi German intelligence officer, Dulles learned the details of the German underground's plot to assassinate Hitler. Dulles never was able to persuade the Allied powers to support the conspirators, but when the plot failed he did succeed in saving Gisevius, who fled Germany with forged Gestapo papers and a Gestapo identification ring — all supplied by OSS.

From another anti-Nazi German, known by the code name "Wood," Dulles got the texts of 2600 top-secret German Foreign Office documents. It was on information supplied by Wood that Dulles found the first evidence that someone in the British Embassy in Turkey was selling vital Allied secrets to the Nazis. Following up Dulles's lead, the British eventually discovered that the culprit was Ambassador Sir Hughe Knatchbull-Hugessen's valet, "Cicero," who, thanks to the movie *Five Fingers*, has become World War II's best-publicized spy.

The war over, Dulles went back to Manhattan and his law practice. In 1950, however, when Gen. Walter Bedell Smith became director of Central Intelligence, Dulles agreed to serve as his chief of operations for six months, stayed on to become deputy director. Last January, when Smith was named Under-Secretary of State, Dulles took command of the Central Intelligence Agency.

"Promotional Intelligence." As an intelligence chief who grew up in his business, Allen Dulles is a new phenomenon in the United States. So, too, is the organization which he heads.

In World War II, the OSS tried to win acceptance as the main agency of strategic intelligence. Jealousy on the part of military intelligence agencies, and the fact that OSS had to be organized hastily, kept it from fulfilling this important role. The main contribution of OSS was a number of specific intelligence operations, rather than as a central strategic-intelligence service. But it did leave with the Government a hard core of first-rate intelligence men.

These men, together with like-minded officials of other agencies, had begun to agitate for a permanent strategic-intelligence service. One of their strongest arguments was the fact that the existing U. S. intelligence system encouraged "sales-promotion intelligence." Any information evaluated by the Office of Naval Intelligence, for example, was likely to agree with Navy strategic doctrine and support the Navy view in arguments between the services. The Air Force had a similar record. There was no agency committed to the interpretation of intelligence from the point of view of the U. S. Government as a whole.

The Central Intelligence Agency, established in 1947, was designed to fill this function. Subordinate to the National Security Council and the President, it was given responsibility

for coördinating all intelligence activities.

Cloak, Dagger & Files. Though CIA officials do not admit it publicly, the agency was from the start engaged in a wide range of "covert activities": espionage, aid to resistance movements, perhaps sabotage. But in the last two or three years CIA has got closer to its main function as a central evaluation agency, a mission where the information is hard to get and harder to evaluate, and where espionage is only one of many techniques.

The mass organization of modern military, economic and political systems means that every government has to give thousands of officers, engineers, businessmen, artisans and minor politicians access to thousands of facts that the Government might like to cover up. As a consequence, the modern intelligence agency resembles nothing so much as a research foundation. Its primary tools include newspapers, technical publications, broadcast transcripts, interrogation of returning travelers and, above all, voluminous files.

To assemble from these sources innumerable single facts, and to arrange them in meaningful relationships, requires several types of minds. The information-packed expert on Lower Slobbovian economic history has his place in such a setup, and so has the lawyer or the archaeologist who is trained to draw conclusions from incomplete evidence. The CIA has dozens more of both types than it has of cloak-and-dagger men.

CIA staffers, who respected but feared "Beetle" Smith, are even more impressed by Allen Dulles, who runs the agency smoothly and with apparently inexhaustible energy. Dulles is in his office every morning by eight o'clock, often works through till 11 at night. Though he is burdened with the reading of a staggering number of documents and the usual quota of time-consuming conferences, he manages to see scores of visitors every day, ranging from foreign ambassadors to secret agents. To avoid embarrassing confrontations, the visitors are frequently dispersed among a number of nearby offices, with Dulles himself moving from room to room like a big-city dentist.

Room for Improvement. Dulles himself is the first to admit that there is still plenty of room for improvement in the CIA. Relations with the military intelligence services, though better than ever before, are still less than good. And because of insufficient filtering and analysis at lower levels a confusing flood of information is still passed up to top U. S. officials.

Dulles thinks that U. S. intelligence is now better than the British, but that we have not yet caught up with the more serious competition. Because the United States is an open society, the job of Communist intelligence here is easier than our own. Someday, however, Dulles hopes that his collection of scholars, scientists, lawyers and spies will be running a service second to none.